



AGENDA
Committee on Personnel
Thursday, May 5, 2016 @ 3:30 p.m.
10th Floor Conference Room, City Hall

Councilmember, Jessica Yorko, Chair
Councilmember Judi Brown Clarke, Vice Chair
Councilmember Patricia Spitzley, Member
Councilmember Jody Washington, Member

1. Call to Order

2. Roll Call

3. Approval of Minutes

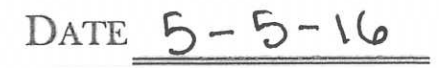
- March 30, 2016
- April 7, 2016 Notes
- April 19, 2016

4. Public Comment

5. Discussion/Action:

- A. City Council Internal Auditor Position

6. Adjourn





MINUTES
Committee on Personnel
Thursday, May 5, 2016 @ 3:30 p.m.
10th Floor Conference Room, City Hall

CALL TO ORDER

The meeting was called to order at 3:32 p.m.

ROLL CALL

Council Member Jessica Yorko, Chairperson
Council Member Judi Brown Clarke, Vice Chairperson- arrived at 3:44 p.m.
Council Member Patricia Spitzley, Member
Council Member Jody Washington, Member

OTHERS PRESENT

Sherrie Boak, Council Staff
Donna Black, Human Resources
Ashley Banks, Human Resources
Mark Dotson, Deputy City Attorney
Joe Abood, Interim City Attorney— arrived at 4:01 p.m.

MINUTES

MOTION BY COUNCIL MEMBER WASHINGTON TO APPROVE THE MINUTES FROM MARCH 30, 2016 AS PRESENTED. MOTION CARRIED 3-0.

MOTION BY COUNCIL MEMBER WASHINGTON TO APPROVE THE NOTES FROM APRIL 7, 2016 AS PRESENTED. MOTION CARRIED 3-0.

MOTION BY COUNCIL MEMBER WASHINGTON TO APPROVE THE MINUTES FROM APRIL 19, 2016 AS PRESENTED. MOTION CARRIED 3-0.

PUBLIC COMMENT ON AGENDA ITEMS

No public comment.

DISCUSSION/ACTION

City Council Internal Auditor Position

Council Member Yorko read an email she received that requested the Committee to not hire a temporary employee but extend Mr. DeLine's contract and act quickly in posting and filling the position. Council Member Yorko asked the Committee members their opinions on if they want to proceed with a temporary employee and once the Committee decides and determines a timeline for filling the position she will report back to Council Member Wood. Council Member

Spitzley agreed that Council has to lead by example, and we be timely. Currently she believes the Committee is on a course for action, and asked the Committee members to extend the contract as long as there is no violation by doing that. Ms. Black stated that the Contract amendment and its attachments can be extended as long as all processes are followed. Council Member Washington agreed to extend the contract so that there can be an overlap with the new employee when hired. Mr. DeLine clarified dates in June he is unavailable which are June 22 – June 29th. Council President Brown Clarke noted the current contract ends May 31, 2016 so action would need to be taken before that.

Council Member Washington asked Ms. Black what time frame is needed to hire someone, and Ms. Black suggested the Committee extend the contract 4-6 months, which would bring it to October, 2016. Mr. DeLine stated he was fine with the new end date.

Council Member Yorko went over the steps that need to be accomplished yet to post it, which includes finalizing the position description/posting, finalize the testing, questions and finalize the interview questions and rating scale. Ms. Black stated until all the documents are finalized and submitted to HR they cannot give an exact date on when the hiring would start and a new person could start.

The Committee determined that October 1st, 2016 would be their target goal for the end date for Mr. DeLine's temporary contract. The Committee agreed to meet on April 19th at noon to finalize the resolution and contract extension for Mr. DeLine. Once approved by Committee it will be placed on the Council agenda for May 23, 2016 for action.

Council Member Yorko stated she would create a timeline for the Council and update them at the next meeting. She did acknowledge that HR did provide one temporary employee application and it will be placed on file in case it is needed in the future.

Ms. Black informed the Committee that she had held conversations with Mr. Phil Perkins with BWL and he agreed to participate in any review, testing or interviews that the Committee wanted him to sit in on. The HR office also confirmed with Account Temps that they do testing however it is an online testing and if the City is interested in in-house testing by them, it would depend on how large the group is. Council Member Yorko asked Ms. Black to forward the job description/posting to Mr. Perkins for his review.

Ms. Black suggested a correction to "Education & Experience Requirements" to reflect "professional experience in auditing, accounting ~~or consulting~~ or an equivalent combination of education, training and experience **which may include consulting in the field.**"

The Committee discussed the ranking from the current to 42 to the proposed 40 or 41, and it was determined to stay at 42, but at the lower or lowest step of 1.

The Committee added at the end of "Required Knowledge, Skills and Abilities"- Effective in oral and written communications.

Ms. Black stated that once Council Member Yorko has a final draft she can forward it to Mr. Perkins to review.

The Committee moved onto the sample questions that Ms. Black submitted at earlier meetings. Council Member Yorko suggested rewriting them to ask in behavior based format. Question 1 was a possible question for the interviews, however it should state "Have you ever conducted an internal audit on fraud?"

Question 2 was changed to “What steps would you put into place to prevent an internal audit on suspected fraud? They then added a suggested question which stated “If you found fraud how did you address this and what steps were taken? The Committee agreed they liked question 2 on page 3 and question 4 on the same page. Council Member Spitzley suggested starting the interview out with “tell us about...”. Council Member Yorko stated she would format the questions under headings with 2-3 questions for each. Some of the headings could be education experience, auditing experience, etc. These will then be given a point rating system.

The Committee reviewed the rest of the questions, and Council Member Yorko noted she would make changes based on her notes and prepare them for the Committee to review at the next meeting. Council Member Brown Clarke asked Ms. Boak to forward all the forms, reports, processes and interview questions that were used for the Administrative Assistance position in 2015 to Council Member Yorko as a template for structure. Council Member Brown Clarke also suggested Council Member Yorko look up “behavioral based interviewing questions – auditing” on the web for examples.

The Committee made other suggestions such as asking the candidates to provide examples during their interview, ask them for an example of when they found a problem and how did they present that to their Board, an example of when they were required to perform audit tasks and what steps they took. When they were required to solve a problem what worked, what didn't, what was effective, and where their recommendations implemented.

Council Member Spitzley asked if the interview questions should address the position working directly under the President but having eight Council members. Mr. DeLine noted that is currently being addressed in the Police and Procedures of the position in the Committee on Ways and Means.

Council Member Washington agreed with the earlier suggestion of using question 4 on page 3, however it would need to be re-written along the lines of “Describe a time when there was a challenge getting an employee to address you.” Another question suggested was “If you suspect fraud, what kind of questions would you ask.”

Council Member Yorko assured the Committee she would work on the questions and forward them to the Committee and then work with Mr. Perkins on his review of them.

It was determined the next regular meeting the committee should finalize the questions and hear input from Mr. Perkins on the question.

Ms. Black was asked to invite Mr. Perkins to the June 2, 2016 meeting and communication his confirmation to Ms. Boak.

The Committee agreed to meet again on June 2, 2016 at 3:30 p.m. to review items with Mr. Perkins the LBWL Director of Internal Audit for his input and suggestions. Ms. Black was asked to present Mr. Perkins with the ASQ samples for his input. Council Member Brown Clarke asked if Robert Half/Account Temps had a screening mechanism the City could use. Ms. Banks confirmed they do have an online testing systems. Council Member Brown Clarke suggested Ms. Black also invite Mr. Tooney from Robert Half to attend the June 2, 2016 meeting also.

Council Member Washington asked that files be maintained in case hiring needs to be done in the future so the process does not need to be created.

Council Member Yorko will present a verbal and written timeline at the Council meetings on May 9th.

ADJOURN

The meeting was adjourned at 4:27 p.m.

Submitted by, Sherrie Boak, Recording Secretary

Lansing City Council

Approved by the Committee on May 19, 2016



MINUTES
Committee on Personnel
Wednesday, March 30, 2016 @ 4:00 p.m.
10th Floor Conference Room, City Hall

CALL TO ORDER

The meeting was called to order at 4:06 p.m.

ROLL CALL

Council Member Jessica Yorko, Chairperson
Council Member Judi Brown Clarke, Vice Chairperson
Council Member Patricia Spitzley, Member - Excused
Council Member Jody Washington, Member

OTHERS PRESENT

Courtney Vincent, Council Administrative Assistant
Mark Dotson, Deputy City Attorney
Jim DeLine, Internal Auditor
Donna Black, Human Resources
Ashley Banks, Human Resources

MINUTES

MOTION BY COUNCILMEMBER WASHINGTON TO APPROVE THE MINUTES FROM MARCH 9, 2016. MOTION CARRIED 3-0.

PUBLIC COMMENT ON AGENDA ITEMS

No public comment.

DISCUSSION/ACTION

City Council Internal Auditor Position

Council Member Yorko reviewed the events of the previous meeting and then stated that this meeting they would discuss the job descriptions for the Internal Auditors for the Lansing Board of Water and Light (BWL) and the City of Kalamazoo. She invited Mr. Jim DeLine, Internal Auditor for the City of Lansing, to discuss what he had learned about those two job descriptions.

Mr. DeLine stated that he had interviewed both Mr. Philip Perkins, Internal Auditor for the BWL, and Ms. Ann Videtich, Internal Auditor for the City of Kalamazoo. He discussed Ms. Videtich's responsibilities, which consisted primarily of research projects with very few audits, and he noted that the audit reports were very informal. He mentioned that his responsibilities as Internal Auditor were a mix of research projects and audits. Then he discussed Mr.

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Perkins' responsibilities, which consisted almost exclusively of audits with very few research assignments. He also noted that Mr. Perkins had a contract with an outside firm and worked closely with them.

Councilmember Brown Clarke asked for details on the contracted employee utilized by Mr. Perkins. Mr. DeLine replied that it was similar to the contract he was currently under and that Mr. Perkins met with the contracted person on a regular basis.

Mr. DeLine next compared the job descriptions for the two Internal Auditor positions with the job description for the City of Lansing Internal Auditor. He suggested adding a section to the City of Lansing's job description to state the goals and objectives of the position. He handed out a copy of the mission statement for his position, stating it had been approved by the Committee on Ways and Means in the fall of 2013.

Councilmember Washington commented that the objectives coincided with the performance-based direction City Council was moving towards.

Mr. DeLine discussed his work with the Committee on Ways and Means to give more structure to the Internal Auditor position, including their review of a binder he had provided to the Committee that outlined the eight areas of responsibility for the Internal Auditor.

Councilmember Yorko asked Mr. DeLine to further explain the term class summary. Mr. DeLine replied that the class summary section of a job description discussed the responsibilities and distinguishing characteristics of the position.

Councilmember Yorko asked for more information the reports section of the binder that Mr. DeLine had discussed. Mr. DeLine replied that as he had researched examples from all across the country on what an internal audit report looked like because they City of Lansing was looking to adopt a more formal structure. Councilmember Brown Clarke explained that the Committee on Ways and Means was trying to establish a formal protocol to ensure consistent expectations for the process regarding internal audit reports. She then outlined the proposed process for the internal audit reports. Mr. DeLine added that it was important to differentiate between a research project and an audit.

Councilmember Washington discussed the internal audit process for the Department of Corrections for the State of Michigan.

Mr. DeLine suggested that the Committee look for applicants who have a Certificate of Internal Audit (CIA) or require that the selected candidate obtain their CIA after being hired, and that they should not require applicants be a Certified Public Accountant (CPA). Councilmember Yorko mentioned having a CIA as a condition of employment and Mr. DeLine replied that it would be better to have it as preferred but not required.

Councilmember Yorko asked Ms. Black for information regarding the City of Lansing's policy on new hires obtaining necessary certification. Ms. Black replied that an employee might be given a certain timeframe to receive the required designation for the position. She then suggested having "CIA preferred, CPA preferred" on the job posting. Mr. DeLine suggested also including "MBA preferred," citing how it had benefited him in his role as Internal Auditor. Councilmember Washington supported Mr. DeLine's reasoning because the City audited more than just finances.

Councilmember Brown Clarke asked if they could make employment contingent on completing the required certification by a specified date and keep a new hire in probationary status until

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the certification has been obtained. Mr. DeLine noted that CIA certification classes took about two weeks. Ms. Black stated that so far the City has not had a position with a required designation to be completed in a specified time period unless those credentials were required of the position by the State of Michigan. She added that the Human Resources Department would help employees obtain necessary credentials that were preferred but not required to be hired, but they did not have a required timeframe for completion after hire.

Councilmember Brown Clarke asked if there were any job retention commitments required of an employee to protect the City's interest after paying for certification. Ms. Black replied that the only requirement was that the employee repay costs to the City should they not complete the training, and then offered to research how much the City paid for certification. Mr. DeLine mentioned that there were funds available in the Fiscal Year 2017 budget for the Internal Auditor that could be used towards training costs.

Councilmember Washington asked Mr. DeLine if he believed one person was sufficient to fulfil the responsibilities of the position. Mr. DeLine replied that it was but also suggested that the Committee look at hiring a City of Lansing employee instead of a contracted person should consistent additional help be needed down the line. Councilmember Washington remarked that they could look at hiring a part time person later should the additional help be needed. Councilmember Brown Clarke discussed the merits of an on-demand contractor. Mr. DeLine supported using an on-demand contractor.

Councilmember Brown Clarke asked about the timeline for posting and filling the position. Discussion ensued regarding what the Committee would need to provide to Human Resources for the position to be posted; the timeline for posting, applications, interviews, and hiring of the position; and what type of interview questions would be asked. Ms. Black and Ms. Banks stated that the Committee would need to provide a job description, recruitment plan, and copy of the interview questions in order for them to post the position. Ms. Black also stated that they would need to know where they wanted the position posted.

The Committee decided to structure the job description similar to the format of the BWL job description while also including a section for class summary and distinguishing characteristics; and to include "CIA, CPA, or MBA Preferred" in the job description with the expectation that the candidate would complete training for a CIA at minimum within an allotted timeframe. The Committee asked Mr. DeLine to research what an appropriate timeframe would be to obtain certification and to provide that information directly to Ms. Black. The Committee decided to look at a mix of behavioral and experience based questions for the interview and requested Ms. Black and Ms. Banks to find the questions asked during the last Internal Auditor interview as well as the last interview conducted by the Committee.

Ms. Banks and Ms. Black offered to help the Committee with the construction of the job description, provide models for the recruitment plan, attempt to locate the questions from the last interview for the Internal Auditor, and provide the questions from the last interview the Committee conducted.

Councilmember Brown Clarke stated that the Committee needed to outline the position objectives and justification for the job description.

Ms. Banks asked if the Committee wanted to incorporate a test into the application process. Councilmember Brown Clarke replied that they had used a test through Michigan Works! Ms. Banks said she would check to see if they had a test appropriate for an auditor position. Councilmember Yorko asked if the employment agencies they were working with would have

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tested their candidates. Ms. Black said that they would look into what types of tests were administered by the employment agencies.

Discussion continued regarding the posting timeline for the position. The Committee projected the following timeline: Having the position posted from April 15th through May 6th, interviews tentatively held on May 23rd, job offer extended by May 31st, and the candidate hopefully starting by the second or third week of June.

It was decided by the Committee that a temp should be hired to bridge the gap between when Mr. DeLine left the position on May 31st and whenever the newly hired employee would be able to start. Councilmember Brown Clarke suggested having Mr. DeLine return under contract for a short one to two week period to help train the new employees, but it was decided to discuss that prospect at a later time.

Councilmember Yorko asked when the Committee wanted to meet next and when they would look at applicants for a temp position. The Committee decided to meet on April 7th at 4:00 p.m. to discuss the job description, recruitment plan, and interview questions, and to meet on May 5th at 4:00 p.m. to look at resumes from the employment agencies for the temp hire with an anticipated start date of May 16th.

Ms. Black mentioned that they would potentially have to pay a fee to the temp agency if the Committee decided to extend a job offer to the temp hire. Councilmember Yorko asked Ms. Black to supply the Committee with specifics regarding that scenario further into the process.

ADJOURN

The meeting was adjourned at 4:58 p.m.

Submitted by, Courtney Vincent, Council Administrative Assistant
Lansing City Council

Approved by the Committee on_____.



MINUTES
Committee on Personnel
Thursday, April 7, 2016 @ 4:00 p.m.
10th Floor Conference Room, City Hall

CALL TO ORDER

The meeting was called to order at 4:05 p.m.

ROLL CALL

Council Member Jessica Yorko, Chairperson
Council Member Judi Brown Clarke, Vice Chairperson- arrived at 4:24 p.m.
Council Member Patricia Spitzley, Member- excused
Council Member Jody Washington, Member- excused

OTHERS PRESENT

Sherrie Boak, Council Staff
Mark Dotson, Deputy City Attorney
Donna Black, Human Resources
Jim DeLine, Council Internal Auditor

No Quorum present.

MINUTES

Minutes moved to the next meeting.

PUBLIC COMMENT ON AGENDA ITEMS

No public comment.

DISCUSSION/ACTION

Ms. Black distributed material on testing, job descriptions, questions and job experience testing to the Committee members present. Included was information that included job descriptions for the Internal Auditor 42 with the objective and the education and training section. Included was the addition of Certified Internal Auditor and or Certified Public Accountant. The Special Education information that was submitted was a template from other postings in the City which included Chief Building Inspector 37 and Premise Office which highlighted the example for special requirement section and education section. It was noted that the Committee can add requirements as a continued condition of appointment.

Mr. DeLine added that his research found there are kits available from the Association of Auditors for the applicant that range from \$895 to a self-paced kit of \$375.

DRAFT

Council Member Yorko asked that Council Staff scan in everything and forward to the members that were not present.

Ms. Black forwarded sample questions she created to the Committee for their consideration. These addressed problem solving, interpersonal communication, expertise in their career field and communication skills and confidentiality. Ms. Black suggested that for the lack of time, when the applicant is brought in for an interview they can also bring in a task that was earlier assigned such as sample audit report. This report would be graded in the overall interview points. Ms. Banks was not present but Ms. Black distributed research on testing from Ms. Banks on Michigan Works, but noted that depending on the type of testing, HR can do the testing.

Mr. DeLine suggested basic computer skill testing, and the Committee discussed auditor specific testing. Council Member Brown Clarke noted that if the resume states certain qualification, those could be replaced instead of the testing, and the Committee could also call references before the final decision. Ms. Black suggested asking Kalamazoo and BWL for examples for their reporting to use as testing samples.

Council Member Yorko set the next meeting date as April 19th @ 4:00 p.m., and Council Staff will distribute the materials to other Committee members for their input to her by that time.

Ms. Black stated she will continue to research the tasks that were assigned to her at the last meeting.

ADJOURN

The meeting was adjourned at 4:38 p.m.

Submitted by, Sherrie Boak, Recording Secretary

Lansing City Council

Approved by the Committee on_____.



MINUTES
Committee on Personnel
Thursday, April 19, 2016 @ 4:00 p.m.
10th Floor Conference Room, City Hall

CALL TO ORDER

The meeting was called to order at 4:00 p.m.

ROLL CALL

Council Member Jessica Yorko, Chairperson
Council Member Judi Brown Clarke, Vice Chairperson
Council Member Patricia Spitzley, Member
Council Member Jody Washington, Member

OTHERS PRESENT

Sherrie Boak, Council Staff
Donna Black, Human Resources
Ashely Banks, Human Resources
Mark Dotson, Deputy City Attorney-arrived at 4:30 p.m.

MINUTES

Action on the minutes were moved to the next meeting.

PUBLIC COMMENT ON AGENDA ITEMS

No public comment.

DISCUSSION/ACTION

Council Member Yorko referred the Committee and HR to handouts on the draft posting, Accounting Manager Sample Questions, and Sample testing. The Committee began with the review of the draft job posting "Education & Experience Requirements". The Committee decided to change the last sentence to state "Certification as CPA, CIA or CFE is preferred. If not certified must obtain within one year of employment as a condition of continued employment". Ms. Black confirmed this would be the right area for the statement. The Committee then referred to the last line of the document and agreed to change it to "Failure to obtain the necessary certification may result in lay-off or discharge at the sole discretion of City Council." Council Member Yorko stated she would continue to work with Ms. Black on the final wording. Under "Required Knowledge, Skills & Abilities" Council Member Yorko pointed out to the Committee the section addresses all skills and abilities related to audits, computers and the technology for the audit and communications and project planning. Council Member Brown Clarke asked if there should be added language on performance based. Council Member Spitzley suggested that it be addressed by adding that they are familiar and

experienced with performance based/audits. Council Member Washington also asked for rewriting of "Knowledge and skill in coordinating work for financial and operational/performance audits" changing it to say "experience" instead of "skill". The group researched the posting of the Kalamazoo auditor for suggestions. The last sentence in this category was removed that required a drivers license.

Under "Job Functions" it was decided by the Committee to remove the third bullet point on page 2 (Evaluate City programs, plans and objectives), 7th bullet point on page 2 (Interact with various departments and governance groups as needed.) and the 10th bullet point on page 2 (Act in compliance with policies, standards, procedures and applicable laws and regulations.) They will add a bullet point of "Any other duties as assigned." In the 6th bullet point on the first page, it should be reworded to state "Identify risks and offer recommendations to mitigate those risks."

Council Member Washington asked if the job posting and job description would be different, and Council Member Washington agreed, however the job description is needed before they post it so having it the same would be easier. Ms. Black also referenced the BWL job description which used ranking and a "key" for top priorities. Council Member Yorko asked Ms. Black to review the list of "Job Functions" and propose condensing into 6-8 points.

The Committee moved onto discussions of having an outside source review the posting, job description and participating in the interview for auditing experience. Council Member Washington suggesting having someone from Robert Half, Account Temps or even the current BWL auditor. This person could help frame the posting to make sure exclusive, and they will have the ability to ask questions on something the Committee would not have the knowledge of. Ms. Black assured them she would inquire, and start with the BWL auditor. Council Member Yorko acknowledged she would work on cleaning up the posting with Ms. Black for her to then forward onto the BWL auditor for input.

Ms. Banks informed the Committee that the posting is usually one page, just noting the General Requirements and Education required then the applicants are instructed to contact HR for more information. The Committee agreed that the posting needed to include everything not referral to HR.

The Committee reviewed the "Accounting Manager Selection Process" handout from HR. It was determined that the scoring points would be determined once the interview and testing questions were determined. Council Member Yorko asked Ms. Black to include in her discussion with the BWL auditor his comments and review of their proposed interview questions and testing.

Council Member Spitzley asked Ms. Black to inquire with Robert Half if they have testing option where applicants could test online. Council Member Washington added that it is important that the employee be able to report on all Committees they added in written reporting not just spreadsheets, therefore the applicants should also take a writing test. The Committee agreed to a written test, sample writing and an interview.

Ms. Black informed the Committee that once all documents for the position are finalized they need to be submitted to the EEO for review and sign off.

Council Member Yorko asked all Committee members review the sample questions written by Ms. Black at the last meeting, and also the behavioral based sample questions. All suggestions will be reviewed at the next meeting.

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Council Member Yorko confirmed the next meeting will be on May 5th, 2016 at 3:30 p.m. to address the questions, an update on the work Ms. Black is doing with BWL and Robert Half, and to review job applications from Account Temps to hire the temp auditor to begin May 16th.

ADJOURN

The meeting was adjourned at 4:59 p.m.

Submitted by, Sherrie Boak, Recording Secretary

Lansing City Council

Approved by the Committee on_____.

ERIK H. LINDQUIST, CFE

BACKGROUND SUMMARY

Demonstrated success in:

- Internal Control and Risk Management
- Contract Negotiation & Compliance
- Strategic Planning and Execution
- Organization Design and Implementation
- Budget Preparation & Tracking
- Competitive Analysis & Reporting
- Data Mining and Interpretation
- Fraud Prevention/Litigation Support

SELECTED ACCOMPLISHMENTS

ACCOUNTING

- Chief Financial Officer/Director of Finance for third largest public transportation authority in Michigan
- Updated complex financial system control functions from excel to MS Dynamics SL
- Responsible for regulatory reporting for State and Federal governance including MDOT and FTA
- Interim Executive Director in turnaround organization which handles two million dollars monthly for court appointed wards. Supervised staff of 10 diverse staff. Installed critical internal control measures which reduced waste and enhanced net income.
- Investigated alleged asset misappropriation in divorce case-uncovered significant discrepancies
- Uncovered \$800,000 embezzlement and identified assets to be attached and recovered
- Established first corporate-wide fixed asset reporting system to track acquisition, disposal and tax reporting
- Key member of financial turnaround team throughout Chapter 11 filing which resulted in a return to profitable operations
- Provided basis for business valuation calculations in determining impact from asset misappropriations
- Provided testimony in extensive litigation filed against franchise owners
- Reviewed and improved revenue cycle accounting for international moving and storage Company. Improved receivable collections dramatically

PRACTICE MANAGEMENT

- Responsible for financial reporting and oversight for academic clinics
- Created financial and operational projections for the launching of a new physician organization
- Developed compensation model based on productivity for multi-specialty group practice
- Directed daily financial and human resource operations of 28-member PO with revenues in excess of \$10 million
- Obtained financing for and implemented new practice management software that included an EMR

MANAGED CARE/INSURANCE

- Worked in close collaboration with executive/senior vice presidents of P & C and health divisions of Aetna Life and Casualty in Hartford world headquarters
- Performed extensive analysis of utilization trends, group premium yields and budget variances for large HMO
- Wrote policy statements in response to emerging healthcare legislative issues such as ERISA, AWP, and benefit management of single payer
- Used publicly available documents to track competitors and their product/market strategies for large metropolitan market
- Responsible for contracting, servicing and network development for 4,800 physicians in large metropolitan market

ACADEMIC

- Managed all support functions for largest department in medical college
- Provided guidance and oversight for grant submissions for budget compliance
- Created a single report which consolidated all sources and uses of funds for department
- Developed analysis tool that provided clinicians with comparative data for clinic performance
- Coordinated scheduling and course development for accounting department (academic) at Lansing Community College

PROFESSIONAL EXPERIENCE

CAPITAL AREA TRANSPORTATION AUTHORITY Chief Financial Officer/Director of Finance	2014-2016
LANSING COMMUNITY COLLEGE, Lansing, MI Adjunct Professor of Accounting and Fraud Prevention Team Leader for Accounting Department	2005-Present
LINDQUIST & ASSOCIATES, L.L.C., Okemos, MI Fraud Examinations and Small Business Advisory Services Owner	2003-Present
MICHIGAN STATE UNIVERSITY, East Lansing, MI Senior Administrator – Department of Medicine	2002-2003
TRIGON BLUE CROSS BLUE SHIELD, Chantilly, VA Health Insurance Director, Physician Network Management – Northern Region	2000-2002
DETROIT MEDICAL CENTER, Detroit, MI Consultant to Primary Care Group Practice	2000
MID-MICHIGAN PHYSICIANS, Lansing, MI Physician Organization Executive Director	1998-2000
BLUE CARE NETWORK OF MID-MICHIGAN, Lansing, MI Health Insurance Director of Network Services	1996-1998
AETNA LIFE & CASUALTY, Hartford, CT Insurance Director of Health Issues -- National Director of Operations – Mid-Atlantic	1989-1995 1994-1995 1989-1994
VARIOUS COMPANIES OUTSIDE HEALTHCARE INDUSTRY Washington, DC Metro Area MS Ginn & Company – Division Controller Commerce Clearing House Subsidiary – Assistant Controller National Tire Wholesale, Inc. – Financial Director, Franchise Ops Interstate Van Lines – Accountant	1982-1989 1989 1988-1989 1984-1988 1982-1984

EDUCATION

Bachelor of Science, Accounting, George Mason University, Fairfax, VA 1982

Other Relevant Training:

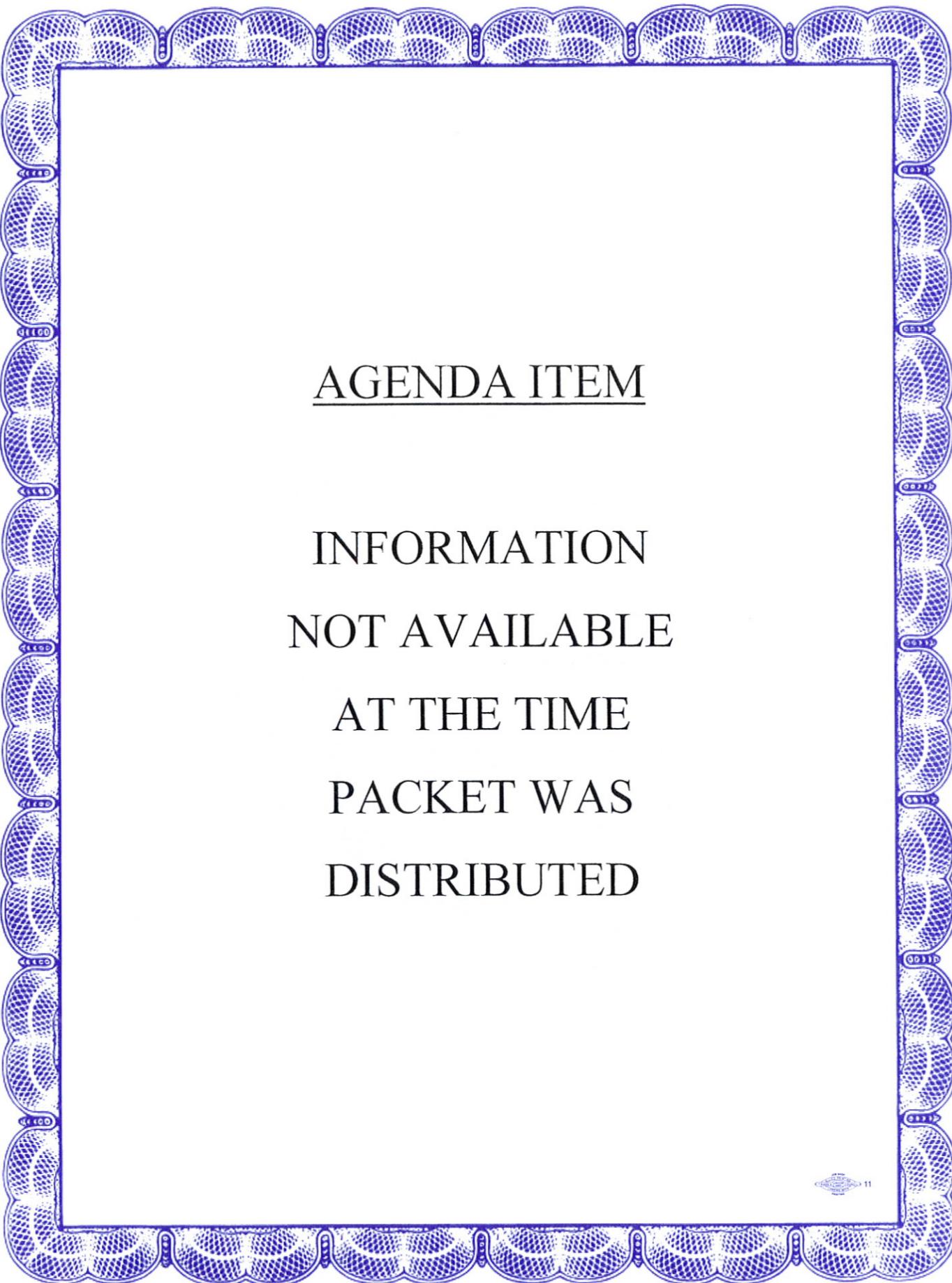
Certified Fraud Examiner; ACFE	2004 Current
HIPAA Certification	2003
Novell System Administrator Certification	1992

TESTIMONY

NTW Incorporated	US Bankruptcy 4th Circuit	Witness as Fin. Director -- 1984
Sowers V Makara	29 th Circuit – Clinton County MI	Expert for Plaintiff -- 2004
	Case #03-9645-CK	
Sowers v Makara	29 th Circuit – Clinton County MI	Deposition -- 2005
	Case #03-9645-CK	
People v Makara	District	Expert for Prosecution -- 2005
	Case # 05-77228-FH	
Parks, MPEC et. al.v	Circuit Eaton County	Expert for Plaintiff - Deposition -- Parks CMP et.al.
Case # 04-1463-CB	2006	
Darrow v City of Potterville		Deposition - 2007

ADDITIONAL ACHIEVEMENTS

Care Free Medical and Dental – Board of Directors	2008-2011
Mid-Michigan Guardianship Services Board of Directors	2006-present
Accounting Advisory Committee- Lansing Community College	2004-present
Member – Association of Certified Fraud Examiners	2003-present
Virginia Health Maintenance Association (President 1994)	1989-1994
Maryland Health Maintenance Association Legislative Committee	1989-1994
DC Health Maintenance Association (Founding Board Member/Treasurer)	1993-1994



AGENDA ITEM

INFORMATION
NOT AVAILABLE
AT THE TIME
PACKET WAS
DISTRIBUTED